ITEM 50
PUBLIC SAFETY METRIC RECOMMENDATIONS

19 July 2020 | MEME STYLES, President of MEASURE

WHAT IS 'MEASURE$^{©}$'?

MEASURE© is an Austin-based, not-for-profit public education and research organization seeking to improve community agency functionality and address community needs through data-driven advocacy, research, and public information. Our mission is to use data and education to mobilize communities to eliminate social disparities.

HOW MEASURE DEFINES PUBLIC SAFETY

MEASURE© recognizes Public Safety and its applied metrics holistically, facilitating community engagement to improve community relations and decrease community harm. MEASURE defines public safety as mainly happening locally while incorporating the frameworks and understandings of research development at the state and national levels. For MEASURE, *public safety* is "a **radical systems approach** to the protection of life, health or property: whereby a system is a unit, totally dependent on each component resulting in the **obviation of danger** to the public and the restorative, community-healing required to undo **institutional racism**." Beyond enforcement, public safety is foundational to American society. It happens by the people and for the people, based in partnership between the public and institutions as mutual stakeholders in maintaining safe and functional communities.

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Radical: Believing or expressing the belief that there should be great or extreme social or political change.[1]
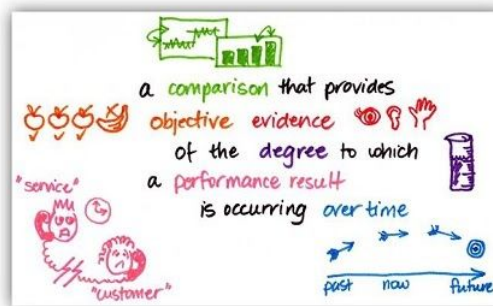
Systems Approach: Management thinking that emphasizes the interdependence and interactive nature of elements within and external to an organization.[2]

Obviation Of Danger: The ultimate goal in the fight for public safety is the eradication of all public danger. There are many dangerous circumstances and factors contributing to the disparities impacting people of color perpetuated through a system of institutional racism.

Institutional Racism: The systematic distribution of resources, power and opportunity in our society to the benefit of people who are white and the exclusion of people of color.[3]

DEFINING A PERFORMANCE MEASURE:

According to Stacy Barr, PuMP "A performance measure is a quantification that provides objective evidence of the degree to which a performance result is occurring over time.[4]" MEASURE uses this defining framework to understand how key performance indicators (KPIs) should be structured, tracked and observed.

[1] Cambridge Dictionary, 2020 Retrieved from:
https://www.google.com/amp/s/dictionary.cambridge.org/us/amp/english/radical
[2] Business Dictionary, 2020 Retrieved from:
http://www.businessdictionary.com/definition/systems-approach.html
[3] Solid Ground, 2020 Retrieved from:
https://www.racialequitytools.org/resourcefiles/institutionalracism.pdf
[4] Stacy Barr, 2012 Retrieved from:
https://www.staceybarr.com/measure-up/a-definition-of-what-a-performance-measure-really-is/

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MEASURE's POSITION ON ITEM 50:

Council's decision to approve Resolution 50 sets a new mandate for the City of Austin to develop a transformative approach to public safety. MEASURE believes that all systems of systems of public safety must "communicate" with one another in order for the goals to be reached, however this brief will focus specifically on how Austin Police Department metrics should be revised to reflect this transformation.

On June 11, 2020 the Council established the following racial-justice-related policy goals for the Safety outcome of Strategic Direction 2023:

1. Zero racial disparity in motor vehicle stops;
2. Zero racial disparity in citations and arrests resulting from motor vehicle stops by 2023;
3. Zero use-of-force incidents per year by 2023;
4. Zero deaths at the hands of APD officers per year by 2023.

MEASURE recommends local-government leaders strategically align these long-term community impact goals to Austin Police Department's current performance metrics. As a result, the city may achieve a data-informed balance by using APD's metrics to create sustainable and resilient communities in Austin. MEASURE observes the lived-experiences of people who live in Austin represent more than just one particular "community," thus this paper we will use the term plurally. In addition, MEASURE recommends data and metrics always be disaggregated by race, gender, sexual orientation and city district location to gain the most equity-driven insights.

CURRENT METRICS CAPTURED BY APD:

Aligning the goal outcomes outlined by Resolution 50 will be **impossible** without a **radical overhaul** to the current performance measures captured by APD. Goals provided in the Resolution call for a dramatically different approach to public safety than current operations at APD. Since the goals in Resolution 50 are centered around eradicating racial disparity, the metrics captured by APD need to measure these outcomes directly.

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A brief analysis of just a few of the metrics on APD's performance measures website point to possible inconsistencies in the data captured. There is an opportunity to tell a more accurate story through professional measure development. **MEASURE recommends that more analysis and research be conducted by an outside organization to fully assess the current metrics.**

Below is a **short-list** of noticeable issues in some of the metrics reported on Austin Police Department's KPI portal :

1. **Traffic Enforcement Metric:** he rate of serious-injury-producing crashes per 100,000 population" should be disaggregated by cause (DWI vs. non-DWI) and analyzed in relation to the "# of DWI arrests." Currently, "rate of serious-injury-producing crashes" do not indicate their relation to DWIs. Measuring the "rate of serious-injury-producing crashes <u>as a result</u> of a person driving under the influence of alcohol" would allow the city to better assess this public safety issue.

2. **Traffic Enforcement Metric: "**The number of citation violations issued by APD" should be reported with disaggregated data that shares the demographic composition of those who received the citation and in which district the citation was given.

3. **Patrol Metric:"** The number of arrests by APD" only reports 2019 data. While the department reported that this is a new measure, historical data should be permitted to be included for the purpose of providing comparison. Additionally, APD should report this metric with disaggregated data that shares the demographic composition of thoses who were arrested and in which council district the arrest took place.

4. **Community Partnerships:** Measuring community satisfaction rates is complex and should be approached as such. There are several variables that MEASURE recommends be considered when determining community approval. The methodology of how the data was collected, who contributed to the data set, the demographics of those who were surveyed, which district in which those who were surveyed they live, and more, should be reported and tracked with this indicator.

5. **Special Operations:** The data comprising the "percent of critical incidents responded to by Special Operations that result in no injuries to officers, hostages, or the public" should be reassessed. Currently APD is reporting 100 for each year with a 2020 target of 100.

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RECOMMENDED MEASURES:

In 2018, [MEASURE brought forth a resolution that would **require APD to publish regular use of force data**](#) (ie. the number of times, disaggregated by demographic information, APD used a harmful or deadly weapon during an encounter.) **This resolution was approved by council but was largely not enforced.** To ensure this does not happen to Resolution 50, MEASURE seeks to incorporate additional crucial measures to tell a more accurate story of the department's performance and to assess the desired community policing outcomes.

MEASURE recommends including the following metrics as KPIs for APD
1. **"**Percent reduction in overall *Use of Force* and *Deadly Force*" disaggregated by demographic information;
2. "Percent and number of interactions leading to critical incidents (shooting or serious bodily injury)," disaggregated by demographic information;
3. "Percent of Officer suspensions for misconduct where suspension is upheld in full" l;
4. "Percent of Officers with history of misconduct" (all outcomes -- suspension, written reprimand, directed to retraining, demotion, etc) -- or conversely "percentage with no history of misconduct;"
5. **'Percent Case clearances" by type of offense; (This measure has been added to APD's portal);**
6. **"Number of resident complaints and number of those complaints investigated;" (This measure has been added to APD's portal however more analysis will need to be conducted to compare this data against the Office of the Police Monitior's data);**
7. "Number of 'Police brutality' / 'Police misconduct' complaints," disaggregated by demographic information, regardless of source (includes complaints based on statement by other officers or initiated by OPM);
8. "Resident satisfaction" through consistent annual survey protocol (disaggregated by city district and demographic characteristics);
   a. By Race/Ethnicity;
   b. By Gender;
   c. By Socioeconomic Status;
   d. By Nationality Status (Citizen or Undocumented);

     e. By Residence (Zip Code).

9. "Police officer and staff job satisfaction" through survey protocol, disaggregated by demographic information.

DISCUSSION:

In this paper, MEASURE has presented a theoretical framework that gives full priority to the community comprising all people impacted and working to eliminate danger in Austin, TX. We have called this framework the **systems of systems of public safety.** We've presented a definition that reacts to the call to "reimagine" policing and public safety incorporating the vital need to think differently, holistically and with healing at the center -- to achieve a more just and less racist system of public safety.

Effective transformation involves measuring the impact of programs and policies that are meant to work for the people. Especially pertinent to the discussion here, MEASURE recognizes that metric development has traditionally left out the role of the community. In considering the need to fix the current metric system at APD and align them with Resolution 50's goals, MEASURE suggests an outside consultant work with the department. This outside consultant should ensure the community is included in redeveloping KPI's that reflect the aforementioned suggestions.

Additional Resources:

1. Lum, C., & Nagin, D. S. (2016). Reinventing American Policing. The University of Chicago Press. doi:129.174.021.005

2. Scott, M. S., & Kirby, S. (2012). *Implementing POP- Leading, Structuring, and Managing a Problem-Oriented Police Agency* (Publication). Center for Problem-Oriented Policing, The U.S. Department of Justice.

3. President's Task Force on 21st Century Policing. 2015. *Final Report of the President's Task Force on 21st Century Policing.* Washington, DC: Office of Community Oriented Policing Services.